

DEPARTMENT OF THE ARMY
69th Air Defense Artillery Brigade
10053 Battalion Avenue
Fort Hood, Texas 76544

AETV-GW-CSM

8 July 2008

MEMORANDUM FOR all Noncommissioned Officers

SUBJECT: Noncommissioned Officer Standards and Responsibilities

1. The NCO Corps in this Brigade sets the standard in training, development, discipline and conducts the daily business of the Brigade within established policies and directives. The NCO Corps will discharge carefully and diligently the duties of the grade to which you have been assigned and uphold the traditions and standards of our Army. NCOs have not been placed on earth to be liked. We exist as tough and strong trainers, coaches and developers of our future leaders of tomorrow. Our respect comes from the tough love and care that we give our Soldiers in peacetime, to ultimately win our nations wars.

2. As your Brigade Command Sergeant Major, I want you to know that I exist to provide counsel and guidance to noncommissioned officers and other enlisted personnel of the Command. I will satisfy the responsibility for the welfare of the unit's personnel. Also, as the senior noncommissioned officer in the Command, I provided a special charge to uphold military customs and traditions and to enhance the professionalism in the Noncommissioned Officer Corps and the Army by executing established policies and directives according to the Uniformed Code of Military Justice. I expect Brigade's appearance to serve as the best on the installation, enforce by NCOs. I expect NCOs to care for their Soldiers and families. The effective counsel, training and development of our Soldiers and NCOs are first and foremost. I expect a Noncommissioned Officer to take action based on his/her years of service, experience and position assigned. I do not expect a junior Noncommissioned officer to be as proficient as one with 10 years of experience.

3. Listed below are the areas of concentration that our NCOs will understand, live by, and uphold while serving in the Brigade:

a. Combat and Individual Soldier Readiness: Nothing is more important in our profession. This means that NCOs must fully immerse themselves in all aspects of individual and crew training/qualification. It means training more often on common tasks, CBRN, and Warrior task and drill training. NCOs must incorporate training during WTT and use it as a weekly opportunity training (hip pocket) event. Individual Soldier readiness means that your Soldiers must have their wills, power of attorneys, finances, shots and dental readiness up to date. NCOs must care for their families in garrison and conduct quarterly housing visits. NCOs are conducting these visits for two reasons and that is to check the standards of living and explain to the spouses the importance of your Soldiers job and that they may be called upon at any time to go into harm's way. Ask the spouse what their current needs are and if you can help them in any way possible.

b. Leadership: As we think of leadership remember, leadership is everyone's business and that there is no universal definition of leadership because, it's so complex. However, the most common definition can be defined as your ability to influence your Soldiers to achieve organizational goals and accomplish missions in garrison and in combat. Also, just as important, is your ability to influence

Soldiers to be agile in order to change in times of transformation as our Army postures itself for the future to fight, survive, and win our nations wars. If you can't influence your Soldiers to follow you during times of change you are better suited to be a follower and that is not what we need in our Army today. One last thing about leadership - leaders are not born, they are made. Soldiers are born with some leadership ability and you help them develop the rest. Vince Lombardi said "contrary to the opinion of many people, leaders are not born, leaders are made, and they are made by effort and hard work". My message to you here is simple, lead from the front. Teach your Soldiers your job and develop their skills by influencing them to develop the leadership skills needed to become noncommissioned officers. Sometimes the process of developing our junior enlisted may become cloudy and you may lose focus because of the high OPTEMPO. You can't let that happen. Remember, that all Soldiers have a peak performance rate and potential - you just need to know where they are coming from and influence them to forge ahead as the senior leaders of our Army.

c. Mentorship: we hear others in the Army today talk about mentorship but, I have to ask, do you really know what mentorship is? To me it means that you are engaged in the development of people through discipline, caring, and empathetic orientation. You place yourself in the concerned human role as a mentor. you must be helpful, considerate of others needs, sensitive to Soldiers issues (I do not mean that you have to hand out lollipops - be considerate, place yourself in their shoes and never forget where you came from), be approachable, open, and fair to all. You as a mentor must be a good listener and supportive of your soldiers desire to excel. You must support their legitimate requests, convey your appreciation for their hard work, and give compliments and credit where credit is due. Our Army is not a thankless Army. It can be a thankless Army if you do not thank your subordinates for what they do on a daily or weekly basis. Soldiers are people, human beings that deserve to be recognized for doing great things for you. A strong rewards and recognition program at platoon level is very important. It will provide Soldiers the extra initiative to go out and do a little more than usual on a daily basis and especially during major training events in your organization. Soldiers know if you have a strong recognition program and they know when you do not - if your Soldiers do not feel that they will be recognized, they will usually perform under their peak performance - that is human nature. Soldiers are people and they are your number one priority and resource. They must be developed through a strong rewards and recognition program at your level.

d. Self Development: Take college classes. Enroll in the E-Army U program or others offered on the installation. Study how the Army operates and learn how to write NCOERs and awards. I expect leaders to develop a leader's library containing the Army regulations that's most often utilized to do your job. Read every one of the Sergeants Major of the Army NCOER system newsletters published on the promotions section of EREC. I expect every NCO to enroll in NCO.net and frequently review the NCOER.COM website. Self development starts with the drive within you, wanting to better support, lead, and train Soldiers regardless of your rank. The Brigade NCO recommended reading list will help NCOs to learn and grow.

e. Counseling: Developmental counseling is part of your mentorship plan and will list goals and objectives to make your Soldiers achieve individual and organizational goals. Supervisors must mentor their subordinates through teaching, coaching, and counseling, the same way that professional coaches improve their teams. Coaches and mentors identify weaknesses, set goals, develop and implement plans of action, provide insight and the inspirational motivation to improve Soldiers performance and promotion potential. NCOs will counsel using the Brigade leadership development plan as a basis to

help Soldiers become better team members and to maintain or improve performance in the future. Soldiers that are counseled on the good and bad reinforce the standards of this Brigade and prepare them for the next level.

f. Loyalty: I believe that Soldiers are inherently loyal. Loyalty to the Army, your unit and loyalty to your Soldiers is critical. If not, then it is up to you to foster the atmosphere of what loyalty is to you and your organization. One of the most important ways to build integrity is to be loyal to those who you represent that aren't present. Loyalty and unquestionable pride in your organization is defending your organization when outsiders have something negative to say about the Brigade. Loyalty to your commander in their absence will present a strong and supportive atmosphere and build your credibility. Never disagree of a decision they made in front of your Soldiers. Loyalty is when I ask for the NCO Corps to support sporting events (commander's cup), AER, CFC, hail and farewells, dining in/out or other events and I don't receive negative feedback. Ask yourself if you're loyal all the time or only when a decision best suits your personal gain?

g. Physical Conditioning: The BDE APFT goal is 270 for leaders and 250 for your Soldiers. If you have not met the goal, it's your responsibility to work out on your own. You owe it to your Soldiers by setting the example in PT. You can only make your Soldiers do what you are capable of doing. Remember, your PT program will be as effective as your demonstrated abilities. Poor fitness attitudes and work ethic in physical fitness affects Soldiers stamina and the amount of promotion points he/she will receive on a promotion board. You must motivate yourself for the cause of who you serve.

h. Military Bearing and appearance: Loud mouths and gangsters will not live long in this BDE. Look good, represent yourself and this BDE well with pride and honor. All Soldiers come to the first duty day of the week with a fresh haircut. NCOs set and enforce the standards of appearance and make on the spot corrections, even if the Soldier does not belong to you. Dirt bags won't make it in this BDE.

i. Military Courtesy: I will not have it any other way. Courtesy for all you serve and represent is the norm. Proper recognition when an officer or senior NCO enters or exits your work place is the right action. Soldiers will salute in garrison and field environments when not on a work detail. Soldiers and NCOs stand at parade rest when talking to a senior NCO or Officer. NCOs make on the spot correction if the above actions are not taken.

j. Team work: T.E.A.M – together everyone achieves more is the norm in 69th ADA BDE. Anything less is unacceptable. I do not see "I" in this word. Attitudes such as, no one ever helped me study for the board when I was coming through the ranks will not be accepted. Self centered leaders are worthless to me and this organization. Ask yourself what you have done to make your squad, section, platoon or unit better than the way you left it. Teamwork starts with an attitude of wanting to be part of something that's bigger than all of us put together. How do you think the Pittsburgh Steelers won the Super Bowl? We will win through teamwork across each section, platoon and unit and be the best Brigade in the Army. Your knowledge and ideas mean nothing if you have not passed it along to others.

k. Integrity: Do what's right legally and morally. NCOs of integrity possess high personal moral standards and are honest in word and deed. They show uncompromising adherence to moral principles. They do the right thing not because it's convenient or because they have no choice. NCOs do the right thing, they tell the truth, and they give back items that don't belong to them because they have a choice and they choose well. Integrity refers to the notion of completeness, wholeness, and uniqueness. It

involves the consistent adherence of action to one's personal moral beliefs. Deliberate and consistent moral action that is honest means that a person will do the right thing for the right reason. The goal over time is for your private moral code of integrity to converge with the publicly declared code of honor for the Army. You accomplish this by internalizing the high moral principles that our profession demands.

l. Initiative: Do something all the time. Don't wait to be told. Take care of yourself and your Soldiers all the time. Read field manuals, technical manuals, and books. They will give you ideas. A noncommissioned officer who has to be constantly told what to do or not to do is no good for Soldiers. We learn by mistakes and the greater our experience, the fewer mistakes. You gain experience by doing things. You will never learn anything or be successful waiting for someone else to come along and tell you what to do.

m. Weapons qualification: Those Soldiers that score marksman is unacceptable. NCOs will train their Soldiers in marksmanship techniques and develop PMI plans that will qualify our Soldiers as sharpshooter and expert. A qualification of marksman is a failing grade in combat. I grade the qualification of marksman as "F". NCOs will teach Soldiers the proper site picture by having them draw it out for you. If they cannot perform this simply task, they do not know what the correct site picture is every time they look through the rear site. Soldiers will tell you they know but, that is not always true. They must have it engrained into their brain. Drawing the correct site without ever looking at it in a book beforehand validates that our Soldiers absolutely know it.

n. Administrative Duties: Soldiers pay and entitlements are the sole responsibility of the NCO Corps. NCOs will thoroughly validate that their Soldiers don't have pay problems on a monthly basis and aggressively take action to correct their pay problems. Promotion board worksheets (DA Form 3355) will be completed on every Soldier as soon as they are promoted to specialist. First line leaders will counsel Soldiers from the promotion point worksheet on a monthly basis and develop a proper developmental action plan to maximize a Soldiers promotion potential. Platoon Sergeants will ensure that all of their Soldiers have updated ERBs as soon as they are promoted to E4 and update them as necessary thereafter. First Sergeants will ensure that all promotion packets are submitted to the BDE S1, NLT the 5th of the month prior to the board month.

o. Training Soldiers: Upon being selected to instruct, you must prepare your lessons and know what you are talking about. Do not slight the field and technical manuals issued for your use. Instructing is an art that must be developed. It's vital that you have a thorough, intimate knowledge of what you are going to teach. This often means hours of study and research. Nothing can be learned by going over it just once. Remember, the steps: explanation, demonstration, application, and examination. Be practical in everything you do. Don't theorize. Apply theory only to arrive at the most practical and efficient method for accomplishing your purpose, the ultimate goal of your training.

4. In summary, you are provided with my thoughts in the most important areas on being that professional, average, well-rounded, noncommissioned officer. If you're worthy of the stripes and the uniform you wear, you will seriously consider these qualifications and take steps to better yourself and your unit. Remember, no unit, from lowest rank and file, to the Army as a whole, is so good that it cannot be improved. YOU may have taken command of an excellent squad, platoon, or section, but unless you take immediate steps to make it even better, it's already becoming unsatisfactory. From the first day you stepped into uniform till the day you permanently hang it away, you must strive to better yourself, your Soldiers and the Army. There's no relaxing, no slowing down, and no stopping. No human has yet been

AETV-GW-CSM

SUBJECT: Noncommissioned Officer Standards and Responsibilities

made perfect, but towards that perfection, we must always aim. Making the phrase, "The Noncommissioned Officer is the backbone of the Army" become a reality in your unit must be your objective.

5. Now that you have read this once, you are requested to go back and read it again slowly, thoughtfully, and then I hope you will not throw this away, but tuck it away in your personal files. Read it occasionally with the feeling that it's from a friend who is trying to help you, not criticize you. An honest and sincere self-evaluation at frequent intervals, using the above as a checklist, is an excellent way to keep on your toes and assure yourself that you are giving the required performance to your commander.

6. "GUARDING THE SKIES"

A handwritten signature in cursive script, reading "Tedd J. Pritchard".

TEDD J. PRITCHARD

CSM, USA

Brigade Command Sergeant Major

DEPARTMENT OF THE ARMY
Headquarters, 69th Air Defense Artillery Brigade
10053 Battalion Avenue
Fort Hood, Texas 76544

AETV-GW-CO

11 July 2008

MEMORANDUM FOR 69th Air Defense Artillery Brigade

SUBJECT: 69TH Brigade Physical Fitness Incentive Program

1. The following APFT incentives are established for Soldiers who demonstrate outstanding performance on the Army Physical Fitness Test (APFT).

a. **300 points on a record APFT:** Exempt from daily unit physical training (Soldier must be present for daily accountability formations) with the exception of unit and battalion run formations. This is an opportunity for those Soldiers to develop a program and train themselves however, Soldiers that do not wear their Army Physical Badge will not be released to conduct PT on their own.

1) Awarded the Army Physical Fitness Badge.

2) Awarded a BDE Certificate of Achievement. The COA will be presented at a BN awards ceremony formation. BN CDRs/CSMs will submit names with the DA Form 705 attached NLT 14 days after a record APFT for approval by the BDE CDR. Soldiers must maintain 90 points in each event with a total of 270 or greater on each APFT to retain exception from regular unit physical fitness sessions.

3) Any Soldier that scores 300 points on two consecutive record APFTs will be awarded a four day pass approved by the BDE CDR/CSM and an Army achievement medal.

b. **90-90-90 = 270 in each event:**

1) Awarded the Army Physical Fitness Badge.

2) Awarded a BDE Certificate of Achievement. The COA will be presented at a BN awards ceremony formation. BN CDRs/CSMs will submit names with the DA Form 705 attached NLT 14 days after a record APFT for approval by your BN CDR/CSM. Soldiers must maintain 90 points in each event with a total of 270 or greater on each APFT to retain the physical fitness Badge.

AFVJ-U-CO

Subject: 69th Brigade Physical Fitness Incentive Program

3) Any Soldier that scores 290-299 points on a record APFT will be given a three day pass in addition to the Army Physical Fitness Badge and a BDE COA. The PASS will be approved by the BN CDR/CSM.

c. **Platoon APFT Scores:** Any platoon with an average of 270 or above on a record APFT will be awarded a four day pass. Unit CDRs/1SGs will select potential dates (pending mission requirements) and approved by the BN CDR/CSM. The pass will be limited to one per six months.

1) A 3-day pass for any platoon that increases their platoon record APFT average of 30 points or more (100% of assigned strength must take the APFT on the same day).

2) A 3-day pass for any Soldier that increases their record APFT by 20 points or more. 1SGs are responsible to track APFT scores and submit the pass request to their BN CDR/CSM.

2. Physical Fitness incentives are designed to increase the overall readiness of the unit. This program is not designed to assist Soldiers in passing the APFT. Units will focus on the FITT factors and the principles of exercise for a well rounded physical fitness plan. I'm fully committed to supporting Soldiers who make every effort to improve their physical fitness.

3. All Soldiers must remain focused and dedicated to leading healthy lifestyles that are free of drugs, alcohol, and tobacco abuse. In addition, Soldiers are encouraged to support and participate in unit sport activities.

4. "Guarding the Skies"



TEDD J. PRITCHARD
CSM, USA
Brigade Command Sergeant Major



JOSEPH M. FISCHETTI
COL, AD
Commanding

DEPARTMENT OF THE ARMY
Headquarters, 69th Air Defense Artillery Brigade
10053 Battalion Avenue
Fort Hood, Texas 76544


AETV-GW-CO


19 August 2008

MEMORANDUM FOR All Soldiers

SUBJECT: 69th ADA Brigade Retention Incentives and Award Policy

1. Reenlisting quality Soldiers in today's Army is why we have the strongest fighting force in the world by maintaining the force with trained, motivated and disciplined Soldiers ensures that the Army of tomorrow will remain for generations. Leaders at all levels must understand that the retention program begins on the day that a Soldier arrives at the unit. The goal for all leaders is to retain Soldiers and their families in our Army.
2. It's an honor and privilege for a Soldier to reenlist. Unit commanders will develop incentives for Soldiers reenlisting and recognize their commitment to the Army. Soldiers who reenlist, extend under the BEAR program, or transition to the USAR or ARNG will receive the following:
 - a) A three day pass
 - b) 30 days exempt from the duty roster (not removed from an existing posted roster)
 - c) The rest of the day off after the reenlistment ceremony, and the next day off
 - d) Photographic coverage
 - e) Gratuity retention items (while supplies last)
 - f) Certificate of achievement for spouse (highly encouraged to attend)
3. Attaining the assigned objectives is a tangible measure of our success in retention. Battalions will establish recognition for their units who achieve 100% or more of their objectives for the entire fiscal year with the following:
 - a) 3 day training holiday will be awarded to units which completes their mission in all categories
 - b) A training holiday will be awarded to the unit with the highest aggregate percentage (w/ (a))
 - c) A plaque will be awarded for the highest stabilization rate
 - d) A streamer "Retention Excellence" will be awarded to units that meet or exceed the retention glidepath.
4. POC is MSG Kuhnau, Sr Career Counselor at 287-9114.
5. "Guarding the Skies"


TEDD J. PRITCHARD
CSM, USA
Brigade Command Sergeant Major


JOSEPH M. FISCHETTI
COL, AD
Commanding

DEPARTMENT OF THE ARMY
Headquarters, 69th Air Defense Artillery Brigade
10053 Battalion Avenue
Fort Hood, Texas 76544

AETV-GW-CO

20 August 2008

MEMORANDUM FOR 69th Air Defense Artillery Brigade

SUBJECT: 69th ADA Brigade Excellence in Education Incentive Awards Program

1. The 69th Air Defense Artillery Brigade Education Incentive Awards Program is established to provide recognition of academic achievement by our quality Soldiers. The success of the program is dependent of the active support of the commanders, officers, and noncommissioned officers in the chain of command.
2. All leaders in the Brigade are to challenge their Soldiers to meet the following goals:
 - a. Obtain maximum involvement in College education programs.
 - b. Consistently encourage Soldiers to enroll in college courses, develop educational goals and achieve those goals through monthly performance counseling.
 - c. Ensure Soldiers are recognized for educational achievement.
3. The Brigade Excellence in Education Program will recognize Soldiers who meet the criteria while assigned to 69th ADA.
 - a. Soldiers who successfully complete 18 hrs during their tour of duty will receive a 4 day pass.
 - b. Soldiers who successfully complete 30 hrs of their Associates Degree during their tour will receive an Army Achievement Medal.
 - c. Platoons that have 75% enrollment of their assigned personnel and complete 30 accumulated semester hours of college in a six month period will receive a 3 day pass.
 - d. Soldiers who complete at least 6 hrs of schooling per semester and achieve a 3.5 GPA or higher will receive a Certificate of Achievement and a 3 day pass.

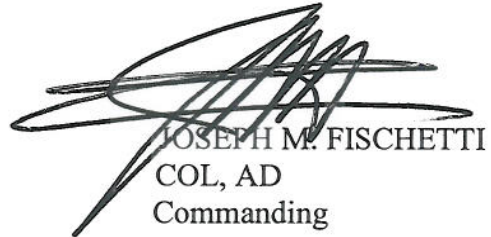
AETV-GW-CO

SUBJECT: 69th ADA Brigade Excellence in Education Incentive Awards Program

4. Self development is an individual responsibility, assisted by the first line leader and commanders, to personally and professionally develop themselves and their Soldiers. It's every leader's responsibility to focus on creating professionals who are constantly challenged and developed institutionally and academically. Self development is a progressive lifelong learning process to attain proficiency at their current rank/assignment, and to prepare for promotion and higher levels of responsibility.
5. Unit commanders will submit supporting documents to the Brigade S1 NLT 30 days after meeting the criteria outlined in the policy.
6. "Guarding the Skies"



TEDD J. PRITCHARD
CSM, USA
Brigade Command Sergeant Major



JOSEPH M. FISCHETTI
COL, AD
Commanding

DEPARTMENT OF THE ARMY
Headquarters, 69th Air Defense Artillery Brigade
10053 Battalion Avenue
Fort Hood, Texas 76544

AETV-GW-CO

01 October 2008

MEMORANDUM FOR 69th ADA Brigade

SUBJECT: SABER – Sober Armies Bravely Expedite Readiness Incentive Program

1. The SABER Award units are an elite group of Soldiers that have made the commitment with their command to avoid substance abuse while assigned to Fort Hood Texas, maximizing their professional careers while maintaining cutting edge readiness. Soldiers joining this special group of professionals maintain a unit free from alcohol and drug abuse incidents.
2. Effective 1 October 2008 the quarterly SABER program award criteria is:
 - a. Units that are 100% free of alcohol or drug related incidents (MP blotter and non-blotter) IAW AR 600-85.
 - b. The unit must conduct a minimum 10% of current unit strength random urine testing monthly.
 - c. The unit completes quarterly substance abuse awareness training, one hour minimum and has documented the training (sign in rosters and lesson plan) and scheduled it on the training calendar.
3. Units that have met the above criteria for a quarter should submit a memorandum (see encl 1) to the BDE SPO-Safety office, NLT the first 10 days of the following quarter. After the request has been evaluated and all criteria met, a SABER streamer will be awarded, and a training holiday awarded to the unit to be taken within 30 days after the quarter has ended. The BDE CDR and CSM will award the streamer after a battalion run which is coordinated by the Battalion commander, through the Brigade DCO.
4. A unit awarded four consecutive streamers for the current FY will be awarded a gold steamer for the final quarter and a four day pass to be taken in the month of October, or as scheduled if the unit is pending a deployment.
5. SABER Gold Streamer Criteria:
 - a. Units must have 4 Streamers for the current fiscal year.

AETV-GW-CO

SUBJECT: SABER – Sober Armies Bravely Expedite Readiness Incentive Program

- b. Conducted 300% urinalysis during the current fiscal year with a minimum of one 100% (unit sweep) and 200% random testing for a total of not less than 300% at the end of the year.
 - c. Conducted 4 hours of Unit substance abuse education for 90-100% of the unit strength (IAW AR 600-85, III Corps and FH REG 350-1, table 3-1) .
 - d. Must have 3 trained Unit Prevention Leaders (certificate of completion required), a Unit Prevention Plan, and SOP (IAW FH REG 210-65) signed by the unit Commander.
6. All of the above criteria with supporting documentation and attached enclosures must be submitted to the BDE SPO-Safety office, NLT 15 October of the current fiscal year.
7. Units awarded streamers will not have them recalled or returned if they do not qualify for other quarters. At the end of each fiscal year, units will remove streamers awarded for previous quarters and re-start the SABER program.
8. In October, the SABER award will be presented to the units with no alcohol or drug related incidents (MP blotter and non-blotter) for the previous four quarters. The awarded units will retain the SABER streamer until the end of the next FY. The SABER program runs from October to the following October.
9. Point of contact for this action is the Brigade DCO.
10. "Guarding the Skies - Lightning Strike!"


TEDD J. PRITCHARD
CSM, USA
Brigade Command Sergeant Major


JOSEPH M. FISCHETTI
COL, AD
Commanding

1 Encl

SAMPLE
UNIT HEADER

OFFICE SYMBOL

DATE

MEMORANDUM FOR Brigade Commander

THRU Battalion Commander

SUBJECT: SABER – Sober Armies Bravely Expedite Readiness Incentive Program

1. The following unit _____, has met all requirements for the SABER Streamer for _____, quarter or FY _____, and will be taking a training holiday on _____.
2. The POC is the undersigned at _____.

CDR Signature block



DEPARTMENT OF THE ARMY
HEADQUARTERS, 69th AIR DEFENSE ARTILLARY BRIGADE
FORT HOOD, TEXAS 76544

REPLY TO
ATTENTION OF

AETV-GW-CO

15 October 2008

MEMORANDUM FOR SEE DISTRUBUTION

SUBJECT: 69th ADA BDE Food Service Awards Incentive Programs

1. References:

- a. AR 30-22, The Army Food Service Program
- b. DA Pam 30-22, Operating Procedures for the Army Food Program
- c. FM 10-23, Basic Doctrine for Army Field Feeding
- d. TB MED 530, Occupational and Environmental Health Food Service Sanitation
- e. TM 10-7360-206-13, (31 March 02) Mobile Kitchen Trailer
- f. TM 10-7360-204-13&P, M 59 Range Outfit
- g. TM 10- 7360- 209-13 &P, Organizational and Direct Support Maintenance Manual
Kitchen Company Level Field Feeding (KCLFF)

2. The 69th ADA BDE Food Service Awards Program recognizes food service excellence in the following areas:

- a. Field Equipment Maintenance, the 69th ADA BDE Best MTOE Equipment of the Quarter Award, recognizes food service excellence in field equipment maintenance. The BDE Food Service Staff conducts quarterly announced evaluations of all 69th ADA BDE unit's MTOE equipment.

- b. Field Kitchen Operations, the 69th ADA BDE Best Field Kitchen of the Quarter Award, recognizes food service excellence in field operations. The BDE Food Service Staff conducts unannounced evaluations of all 69th ADA BDE units during field operations.

(1) Units will be evaluated using 69th ADA BDE Best MTOE Competition checklist for the Best MTOE award and the Field Food Service Evaluation Checklist for the Best Field Kitchen award.

AETV-GW-CO

SUBJECT: 69th ADA BDE Food Service Awards Incentive Program

- (2) The 69th ADA BDE Food Service Staff will serve as evaluators of the program.
 - (3) The winner will be announced during the first week of the following quarter.
 - (4) The winning Field Team will receive a trophy and the Food Operation Sergeant (FOS) will recommend one Soldier from the team for an Army Achievement Medal (AAM) presented by the BDE Commander.
 - (5) Units must achieve a minimum score of 85% during the evaluation to be eligible for the award.
 - (6) The unit with the highest score of 85% or higher will receive the trophy.
 - (7) The trophy will be held until the next quarter results are released.
3. Chef of the Quarter Competition, provides special recognition and reward for Soldiers who demonstrate outstanding military excellence, achievement in the performance and knowledge of military occupation specialty (MOS) 92G, Food Service Specialist within the 69th ADA BDE.
- a. Eligibility: Nominees for the Food Service NCO/Specialist Chef of the Quarter will meet the following criteria:
 - b. Performing duties as a Food Service NCO/Specialist.
 - c. Corporal thru Staff Sergeant/ Private thru Specialist.
 - d. Must not be pending any disciplinary actions, bar to reenlistment, or flagged.
- (1) The board members will be composed of Food Operations Sergeants from units within the 69th ADA BDE. The President of the Board will be the BDE Senior Food Service Supervisor. The board selects a Junior/Senior Chef of the Quarter. The winner will represent the 69th ADA BDE at the III Corps Chef of the Quarter Board.
- (a) BDE Food Advisor/Supervisor Responsibilities:
 - (1) Establish criteria, policies, and procedures to select a nominee in each category: Private through Corporal/Specialist and Sergeant through Staff Sergeant.
 - (2) Ensure the competition receives positive publicity and all eligible personnel are afforded the opportunity to participate.

AETV-GW-CO

SUBJECT: 69th ADA BDE Food Service Awards Incentive Program

(3) Select nominees and submit their names, grades, and the unit to III Corps Food Service Sergeant Major, NLT two weeks prior to announced board date.

(4) The location of the 69th ADA BDE Food Service NCO/Specialist Chef of the Quarter Board will be held in building (10053), 69th ADA BDE S4. The uniform is the duty uniform (cook whites) for the candidates and should be worn IAW AR 670-1.

(5) Prepare Memorandum announcing each Board.

(6) Provide the President of the Board.

(7) Send written notification to the 69th ADA BDE subordinate commands announcing winner.

(8) Ensure that all administrative requirements are met by preparing their nominees for the III Corps Food Service NCO/Specialist Chef of the Quarter Competition.

(9) Coordinate and prepare, as applicable, awards to present to the BDE Food Service NCO/Specialist Chef of the Quarter Winners.

(b) Battalion Food Operations Sergeants:

(1) Responsible for preparing their representatives for the Brigade NCO/Specialist Chef of The Quarter Competition.

(2) Submit names and grade of nominees attending the board by email or memorandum ATTN: S4, 69th ADA BDE, NLT 10 days prior to the board.

(3) Review nominee's records to ensure they are not pending any disciplinary actions, bar to reenlistment, or flag.

(4) Provide transportation for nominees to the 69th ADA BDE board at the announced date and time.

(5) Provide a supervisor/escort to accompany each nominee to the board. Nominees will **NOT** be allowed to participate without supervisor representation.

(6) Uniform for Board Members will be the BDU uniform. The uniform will be worn in accordance with AR 670-1.

AETV-GW-CO

SUBJECT: 69th ADA BDE Food Service Awards Incentive Program

(c) Chef of the quarter winners will be award the following:

(1) BDE Command Sergeant Major's coin

(2) Impact Army Achievement Medal

(3) Chefs Coat

(4) Four day pass

(5) A personal Plaque

(6) Name will be added to the continuation slated plaque that will be displayed at the Brigade Headquarters and BDE S4.

4. Chef of the Year Competition provides special recognition and reward to one Soldiers in each category listed above who demonstrate outstanding military excellence, achievement in the performance and knowledge of military occupation specialty (MOS) 92G, Food Service Specialist within the 69th ADA BDE.

a. Eligibility: Nominees for the Food Service NCO/Specialist Chef of the Year must meet the following criteria:

b. Performing duties as a Food Service NCO/Specialist.

c. Corporal thru Staff Sergeant/ Private thru Specialist.

d. Must not be pending any disciplinary actions, bar to reenlistment, or flagged.

e. Must have won a 69th ADA BDE Chef of the QTR board during the current FY.

5. Responsibilities and location are same as above.

6. Candidates will wear the Class A uniform with all awards and decorations. Board members will wear the duty uniform.

7. Chef of the Year winners will be award the following:

a. Impact Army Commendation Medal

b. BDE Commander's coin

c. Four day pass

AETV-GW-CO

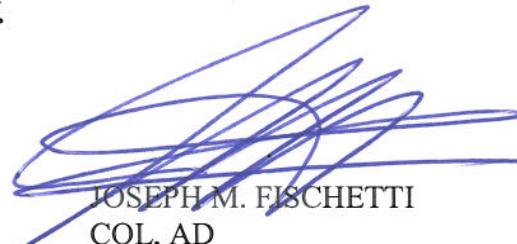
SUBJECT: 69th ADA BDE Food Service Awards Incentive Program

d. A personal Plaque

e. Attend the Culinary Arts 2 week Course at Fort Lee, VA

8. Point of Contact for this memorandum is the BDE Food Service at 286-6998.

Note: Chef of the QTR winners are not allowed to appear before another 69th ADA BDE Chef of the QTR board during the current FY.



JOSEPH M. FISCHETTI
COL, AD
Commanding

DISTRIBUTION:

BDE S-4

CDR, 2-1 ADA BN

CDR, 1-44 ADA BN

CDR, 4-5 ADA BN



DEPARTMENT OF THE ARMY
HEADQUARTERS, 69th AIR DEFENSE ARTILLERY BRIGADE
FORT HOOD, TEXAS 76544

REPLY TO
ATTENTION OF

AETV-GW-CO

15 October 2008

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Reimbursement for Meals Available in a Field Environment

1. Reference:

- a. AR 600-38, The Meal Card Management System, 11 March 1988
- b. AR 30-22, The Army Food Service Program, 30 August 2002
- c. DOD Financial Management Regulation, Volume 7A, Dec 99

2. Purpose: The purpose of this memorandum is to provide policy and procedures for effecting reimbursement for meals provided in a field environment.

3. Applicability: This memorandum applies to all units in the 69th ADA BDE.

4. Policy:

- a. Reimbursement for meals consumed during field duty.

(1) Enlisted Soldiers: Service members will reimburse the Government for available meals from one through fourteen days during field duty, to include preparation for deployment and travel to and from home station (if applicable whether consumed or not). Commanders will ensure proper documentation is provided to Finance and Accounting Officer (FAO) to recoup or suspend Basic Allowance for subsistence (BAS) for all available meals during field duty from all enlisted Soldiers authorized BAS. Commanders will initiate a DA Form 4187 (Personnel Action) for recoupment, suspension and or payroll deduction.

(2) Field duty in excess of 14 days. For field duty which is scheduled to be longer than 14 days, commanders will initiate written action to suspend BAS. Suspension of BAS will be by submission of a DA Form 4187 per paragraph 9-4, DA PAM 600-8, Management and Administration Procedures. It will be prepared and submitted within three workdays from the effective date of the action (prior to and after completion of the field duty) and forwarded to the FAO for action. (See DA PAM 600-8, figure 4-1). A copy of DA Form 4187, sent to the FAO to suspend BAS, will be placed in a suspense file by the unit or PAC clerk to ensure that reinstatement of BAS is accomplished upon return from the field.

AETV-GW-CO

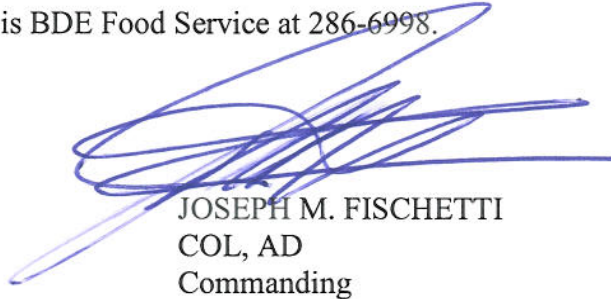
SUBJECT: Reimbursement for Meals Available in a Field Environment

(3) The DA Form 4187 (Personnel Action) will be used by the unit or PAC clerk to effect BAS recoupment for individuals. It will be prepared within three workdays after completion of the field duty and forwarded to the FAO for action. To facilitate processing of the DA Form 4187, roster procedures (for groups of ten or more) may be used.

(4) Active Army Officers: Commanders will initiate written action to affect payroll deduction (PD) for all officers participating in field duty. The DA Form 4187 will be used to initiate PD action. It will be prepared and submitted within three workdays after completion of the exercise. Reimbursement will be effected from all meals available during the field duty period. (whether consumed or not).

5. This policy and procedure memorandum remains in effect indefinitely.

6. Point of Contact for this memo is BDE Food Service at 286-6998.



JOSEPH M. FISCHETTI
COL, AD
Commanding

DISTRIBUTION:

BDE S-1

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CDR 2-1 ADA BN

CDR, 1-44 ADA BN

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DEPARTMENT OF THE ARMY
Headquarters, 69th Air Defense Artillery Brigade
Fort Hood, Texas 76544-5022

REPLY TO
ATTENTION OF:

AETV-GW-CO

15 October 2008

MEMORANDUM OF INSTRUCTION

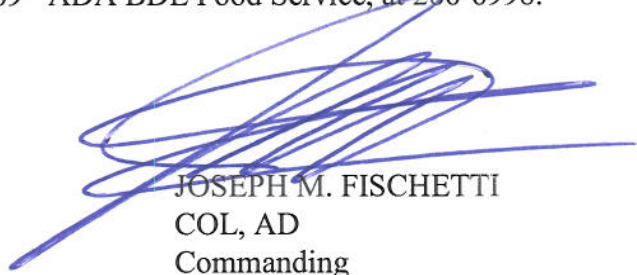
SUBJECT: Patriot Inn Dining Facility Dress Code

1. Purpose: This memorandum establishes the standards for dress code for all diners that eat in the Patriot Inn Dining Facility, building 12005.
2. Applicability: This memorandum applies to all diners that enter the dining facility.
3. Appropriate attire for the dining facility is as follows:
 - a. All military uniforms worn IAW AR 670-1.
 - b. Physical fitness uniform is allowed for breakfast meal only as long as it does not present a soiled or drenched appearance.
 - c. Civilian clothing, which represents a neat, well-groomed appearance and does not violate paragraph 4.
4. The following items are inappropriate for wear in the dining facility:
 - a. No hair rollers, combs, or grooming items will be worn in the hair.
 - b. No headgear, wave caps, head scarf, etc. Exceptions to headgear policy are for personnel with weapons, i.e., Military Police on duty or personnel working in or inspecting the dining facility who require access to the food preparation areas.
 - c. No shower shoes or bare feet (shower shoes are defined as flip-flop type shoes or any thong-toed shoes, regardless if socks are worn with).
 - d. Extremely short shorts.
 - e. Clothing with obscene, profane or lewd words or drawings.
 - f. Shirts that do not completely cover the belly button.
 - g. Swimming attire of any kind
 - h. No mixed uniforms (military uniforms with civilian clothes or items from different uniforms worn together).
 - i. No sleepwear (pajamas, night shirts, slippers, etc.).
 - j. Males are prohibited from wearing earrings. No body piercing is authorized; males or females which includes nose, cheek, tongue, eyebrow, visible navel, etc.

AETV-GW-CO

SUBJECT: Patriot Inn Dining Facility Dress Code

5. No TA-50 will be hung on the back of chairs so as not to damage chair backs and seats
6. Use of cellular phones while in the serving line is prohibited
7. Soldiers who appear at the dining facility dressed inappropriately will be refused entry.
8. Soldiers with excessively soiled or wet (perspiration) ACU/BDU and Physical Fitness uniforms will be asked to take a to-go plate rather than dine inside. The manager or Shift NCOIC will make the determination.
9. Food Service personnel will be authorized to wear special skill badges or tabs, unit crest, or incentive food service pendants while working in the cook white uniform.
10. Only personnel assigned duties as military police, ammunition supply point guard, sergeant of the guard, or prisoner guard will be permitted to carry weapons during the consumption of meals.
11. POC for this memorandum is 69th ADA BDE Food Service, at 286-6998.



JOSEPH M. FISCHETTI
COL, AD
Commanding

DEPARTMENT OF THE ARMY
Headquarters, 69th Air Defense Artillery Brigade
10053 Battalion Avenue
Fort Hood, Texas 76544

AETV-GW-CSM

25 October 2008

MEMORANDUM FOR 69th Air Defense Artillery Brigade

SUBJECT: 69th Brigade Leader Book Guidance

1. Purpose: Define the policy on leader's books within the Brigade.
2. References.
 - a. The Army Noncommissioned Officer Guide, FM 7-22.7 (TC 22-6), dated Dec 2002.
 - b. Training the Force, FM 7-0, dated Oct 2002.
 - c. Battle Focused Training, FM 7-1, dated Sept 2003.
3. It's my intent for all NCOs assigned to 69th ADA BDE to have a functional Leader Book that is used to track training and administrative data on their Soldiers and to provide training assessments to the chain of command. The intent and concept of Leader Book design is to limit the amount of information contained and focus on what's most important. If training is executed and tracked properly, fiscal Year consolidated warrior task training and certification will be reduced to a small number of tasks that were not completed during FTXs, STXs and SGTs time training. The following items are required for all Leader books:
 - a. Unit training schedules.
 - b. Soldier personal data to include awards received.
 - c. Warrior task training matrix.
 - d. Individual and collective METL task matrix.
 - e. Counseling and home visitation tracking systems.
 - f. Equipment accountability and maintenance tracking systems.
 - g. APFT and height/weight data.
4. Leaders are discouraged making their books so big that it becomes useless. Leader Books containing numerous worthless PowerPoint slides full of color and presenting the appearance that it's never used allows someone to easily make the assumption that it's for all look and not functionality. Your primary role is to track upcoming training requirements and completion thereof. Other reference material such as articles of the UCMJ, chapter procedure information, and installation support agency contact information is good to have readily available. The following paragraphs are taken almost verbatim from the old FM 25-101.

AETV-GW-CSM

SUBJECT: 69th Brigade Leader Book Guidance

5. Leader's book information can be in any format the leader chooses. A small, pocket-sized memo book or a full-sized multipage notebook can be used. The bottom-line is that leaders should have a way of recording information. The information is invaluable to the leaders as they track and evaluate their Soldiers' training status and proficiency on essential Soldier tasks. Provide administrative input to the chain of command on proficiency of their units, for example, platoon, section, team, or crew.

6. Leaders are responsible for identifying and training essential Soldier tasks that support the unit's mission essential collective tasks. To ensure Soldiers are trained on their critical tasks, leaders must fully understand the unit's collective tasks and how Soldier tasks are planned, trained, and evaluated to support their accomplishment. Because of limited training resources and time, Soldiers normally cannot train on and reasonably sustain every task.

7. A tool to aid in this process is the leader book. Leaders record in the leader book information addressing administrative data, common tasks, skill qualification assessment, and specific collective tasks, which support the unit's METL. They also record personal information that affects Soldiers' training performance and that leaders need to know to provide training that meets their Soldiers' personal needs.

a. Leaders list in the Leader Book the common tasks found in the Soldier's Manual of Common Tasks that support the METL. They track Soldier proficiency on these selected tasks. They may also record the results of Army Soldier training requirements, such as marksmanship and APFT results. Leaders should record MOS-specific tasks, which support the METL and annotate evaluation results. They can quickly identify weaknesses and plan and conduct training to improve proficiency.

b. The Leader Book should contain only collective tasks and drills required to support the METL. Section, squad, and crew collective tasks and drills are derived from applicable MTPs. For each task listed in the leader book, Soldiers first need to be trained and then evaluated to determine if they can actually perform the task. Leaders may perform either a formal or an informal evaluation; however, they should always adhere to the performance standards contained in the appropriate Soldier's manual, the Soldier's Manual for Common Tasks, and applicable MTPs and STPs. Once the leader determines the proficiency of a squad, team, crew, or Soldier, He/she should record the date of the evaluation as GO/NO-GO and the date opposite the task. Leaders need to refer to it when talking about the proficiency of their Soldiers to the chain of command.

c. A leader may use information in the Leader Book to provide input on his/her unit during daily meetings and company training meetings. For example, if three of five squad members cannot perform "Missile Reload" to standard, the Section leader may want to train this task during the next available training period.

AETV-GW-CSM

SUBJECT: 69th Brigade Leader Book Guidance

8. A good leader book is a valuable tool in the process to ensure that Soldiers are trained and ready to perform their wartime mission. To think that one can remember all individual and collective tasks required to support our CMETL and DMETL without a good tracking mechanism such as the Leader book is living another world. The first line leader must ensure that their leader book is used daily to support our wartime mission training.

9. "Guarding the Skies"

A handwritten signature in black ink, reading "Tedd J. Pritchard". The signature is written in a cursive, flowing style with a large, prominent "T" and "P".

TEDD J. PRITCHARD

CSM, USA

Brigade Command Sergeant Major

69th ADA Brigade Commander and CSM Safety Message

Holiday Safety Campaign - Christmas 2008

5 December 2008

1. As the heart of the Holiday season approaches, CSM Pritchard and I want to thank each of you and your families for the devotion and sacrifices you make every day. We are committed to ensuring the safety and welfare of you and our family members, especially the families who are separated from their Soldier currently serving in Korea and Iraq. We are humbled and blessed to serve our nation with you at our sides – thank you.
2. During this holiday season we must not forget our obligation to take care of our Soldiers and families. Leaders must understand the factors during this time of year increasing the risk of serious injury, accident, and even death. Drinking and driving, excessive consumption of alcohol, domestic violence, home and apartment fires, wintery driving conditions, increased traffic on the road ways, fatigue while driving long distances, and suicidal behavior, make this time of year particularly hazardous.
3. Our intent is increased leader involvement during the holiday season. Home visitations, POV inspections, travel risk planning system – TRiPs, winter drivers safety classes, drug and alcohol prevention classes, suicide prevention training, domestic violence training, and first line leaders talking to their Soldiers and when possible the family members, face to face in reference to travel and holiday leave plans, will assist in the prevention of turning this joyous holiday season into tragedy.
4. Our goal remains the same - no loss of life at any time. In preparation for the upcoming holiday season, CSM Pritchard and I want everyone to join in a separate goal of not having a single death or serious accident during the holiday season. To make our holiday season safety campaign a success, the entire chain of command, including the rear detachment commander, must be totally committed to helping our Soldiers and family members minimize risks. We expect every leader to have personal knowledge of your Soldiers, their families, their lifestyles, and their activities on and off duty. To start this campaign, all commanders in the 69th Brigade will personally read this letter to all Soldiers prior to their taking leave, and personally verify that all Soldiers have received training on the above topics and all Soldiers have completed the TRiPs planning tool located on the CRC website.
5. As leaders in this brigade we must commit ourselves to providing a safe holiday season through personal proactive involvement and commitment to safety readiness at all levels. Keep your guard up to make this holiday season safe as well as joyful.
6. “Guarding the Skies – Lightning Strike”



TEDD J. PRITCHARD
CSM, USA
Brigade Command Sergeant Major


JOSEPH M. FISCHETTI
COL, AD
Commanding